

035 Fort HealthCare
 611 East Sherman Avenue
 Fort Atkinson, WI 53538
 920-568-5000

Fiscal Year: 10/01 to 09/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Jefferson
 Analysis Area: Southern (1)
 Volume Group: 6

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	40.9%	52.4%	0.78	55.7%	0.73	51.7%	0.79	27.1%	1.51
Obstetrics	28.1%	36.2%	0.78	41.0%	0.05	29.4%	0.96	19.8%	1.42
Pediatrics	0.0%	53.2%	N/A	50.3%	N/A	6.1%	N/A	0.0%	N/A
Total Hospital	37.5%	53.9%	0.70	56.6%	0.66	48.2%	0.78	25.7%	1.46
Average Census (Patients)									
Adult Medical-Surgical	7.4	25.5	0.29	23.1	0.32	30.8	0.24	8.9	0.82
Obstetrics	2.0	4.7	0.42	4.5	0.43	5.1	0.38	2.4	0.83
Pediatrics	0.0	1.1	N/A	1.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	10.1	47.4	0.21	49.2	0.21	57.5	0.18	12.6	0.81
Average Length of Stay (Days)									
Adult Medical-Surgical	2.9	4.3	0.68	4.1	0.71	4.2	0.69	3.0	0.97
Obstetrics	2.2	2.4	0.91	2.6	0.84	2.1	1.02	2.4	0.90
Pediatrics	0.0	3.5	N/A	3.9	N/A	1.9	N/A	0.0	N/A
Total Hospital	2.8	4.7	0.61	4.6	0.62	4.3	0.67	3.0	0.94
Surgical Operations									
Inpatient	345	1,280	0.27	1,943	0.18	1,247	0.28	456	0.76
Outpatient	2,883	4,115	0.70	7,094	0.41	4,177	0.69	3,174	0.91
Inpatient as % of All Surgeries	10.7%	23.7%	0.45	21.5%	0.50	23.0%	0.46	12.6%	0.85
Outpatient Visits									
Non-Emergency Visits	214,423	127,898	1.68	157,467	1.36	195,436	1.10	255,540	0.84
Emergency Visits	14,504	15,799	0.92	15,287	0.95	26,485	0.55	15,856	0.91
Full-Time Equivalents (FTEs)									
Administrators	4.6	20.3	0.23	20.1	0.23	24.9	0.19	4.6	1.00
Nurses, Licensed	159.6	255.1	0.63	268.4	0.59	338.1	0.47	157.4	1.01
Ancillary Nursing Personnel	27.9	42.6	0.65	43.3	0.64	60.0	0.46	25.1	1.11
All Other Personnel	466.1	501.2	0.93	633.6	0.74	661.2	0.70	500.1	0.93
Total FTEs	658.2	819.2	0.80	965.4	0.68	1,084.2	0.61	687.2	0.96
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.6	15.7	0.30	16.1	0.29	12.8	0.36	4.1	1.13
Nurses, Licensed	160.2	197.1	0.81	214.6	0.75	174.4	0.92	140.5	1.14
Ancillary Nursing Personnel	28.0	33.0	0.85	34.6	0.81	31.0	0.90	22.4	1.25
All Other Personnel	468.0	387.2	1.21	506.6	0.92	341.1	1.37	446.2	1.05
Total FTEs	660.8	633.0	1.04	771.8	0.86	559.3	1.18	613.2	1.08

Total Hospital:
 Beds Set Up & Staffed 27
 Discharges 1,305
 Inpatient Days 3,708

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 10
 Total Births 328
 Newborn Days 614

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	18	924	2,695	40.9%	7.4	2.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	0	0	0	0.0%	0.0	0.0
Obstetrics	1	7	332	720	28.1%	2.0	2.2
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	4	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	2	49	293	40.0%	0.8	6.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

** Transfers, which may be estimated, refer only to those between units.

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	2	4.6	Surgical Personnel	7	3	8.0
Physicians & Dentists	26	7	30.2	Radiological Services Personnel	16	16	22.6
Medical & Dental Residents	0	0	0.0	Sonographers	2	3	3.7
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	8	5.4
Registered Nurses	52	122	118.1	Occupational Therapists	1	12	6.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	16	20	24.2	Physical Therapists	13	12	18.9
Ancillary Nursing Personnel	9	28	27.9	Physical Therapy Assistants/Aides	2	3	4.2
Medical Assistants	10	13	17.0	Recreational Therapists	0	0	0.0
Physician Assistants	4	0	4.0	Dietitians & Nutritionists	1	3	1.8
Nurse Practitioners	9	3	10.4	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	6	3	6.9	Social Workers	1	1	1.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	67	42	137.1
Health Info Mgmt-Administrators/Technicians	19	4	20.5	All Other Personnel	132	113	159.8
Pharmacy Personnel	5	7	8.2				
Clinical Laboratory Personnel	10	6	14.3				
				Total	414	431	658.2

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Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$132,195,535	42.9%	46.6%	0.92	41.8%	1.03	47.1%	0.91	41.9%	1.02
Medical Assistance	\$32,705,448	10.6%	13.8%	0.77	11.5%	0.92	15.8%	0.67	10.7%	0.99
Commercial	\$135,341,198	43.9%	34.5%	1.27	38.1%	1.15	32.3%	1.36	45.0%	0.98
All Other	\$7,902,079	2.6%	5.1%	0.50	8.5%	0.30	4.8%	0.53	2.4%	1.06
Deductions as % of Total Gross Patient Revenue										
Medicare	\$104,507,692	33.9%	35.0%	0.97	31.1%	1.09	36.7%	0.92	32.5%	1.05
Medical Assistance	\$24,333,394	7.9%	10.4%	0.76	8.7%	0.91	12.3%	0.64	8.1%	0.98
Commercial	\$66,699,921	21.6%	14.5%	1.49	18.1%	1.19	13.5%	1.60	21.8%	0.99
Charity Care	\$1,464,769	0.5%	1.0%	0.49	0.7%	0.71	1.1%	0.45	0.4%	1.21
Bad Debt	\$2,492,930	0.8%	1.2%	0.69	1.3%	0.62	1.4%	0.59	1.0%	0.78
All Other	\$5,707,122	1.9%	2.6%	0.72	4.4%	0.43	2.6%	0.72	1.4%	1.29
Total Deductions	\$205,205,828	66.6%	64.6%	1.03	64.3%	1.04	67.4%	0.99	65.2%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	17.9%	8.4%	2.13	7.9%	2.28	10.8%	1.67	10.7%	1.68	
Net Gains/Losses as % of Net Income	69.3%	13.8%	5.01	48.7%	1.42	21.2%	3.27	38.3%	1.81	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$51,811,916	42.5%	43.5%	0.98	46.6%	0.91	45.0%	0.94	42.1%	1.01
Supplies & Services	\$57,761,969	47.3%	49.9%	0.95	46.2%	1.03	48.5%	0.98	47.7%	0.99
Capital Component	\$12,447,906	10.2%	6.6%	1.55	7.3%	1.41	6.6%	1.55	10.2%	1.00
Fiscal Statistics										
Operating Margin (%)	2.7%	7.5%	0.36	5.4%	0.51	6.5%	0.42	5.4%	0.50	
Total Hospital Net Income (%)	8.3%	8.6%	0.96	9.9%	0.84	8.1%	1.03	8.5%	0.98	
Return on Equity (%)	4.8%	4.1%	1.17	6.1%	0.79	2.9%	1.65	5.4%	0.90	
Current Ratio	1.9	3.9	0.50	3.1	0.62	3.6	0.53	2.4	0.79	
Days in Net Patient Accounts Receivable	56.3	71.5	0.79	48.3	1.17	95.9	0.59	54.1	1.04	
Average Payment Period	75.7	90.1	0.84	71.6	1.06	121.9	0.62	47.1	1.61	
Equity Financing (%)	71.9%	63.6%	1.13	54.8%	1.31	60.0%	1.20	72.2%	1.00	
Long-Term Debt to Equity Ratio	0.2	0.3	0.83	0.3	0.89	0.4	0.65	0.3	0.85	
Times Interest Earned	6.0	12.2	0.49	10.5	0.57	10.0	0.60	5.7	1.05	
Total Asset Turnover	0.5	0.5	1.16	0.6	0.93	0.4	1.54	0.6	0.90	
Average Age of Plant (Years)	16.6	14.1	1.18	11.5	1.45	17.7	0.94	18.4	0.90	
Increase (Decrease) Total Net Patient Revenue	-11.2%	-2.2%	5.04	-1.0%	10.80	-3.7%	3.03	5.0%	N/A	
Outpatient Gross Revenue (% of Total GPR)	89.6%	63.0%	1.42	60.3%	1.49	69.7%	1.29	88.8%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$3,827	\$17,652	0.22	\$20,439	0.19	\$13,747	0.28	\$3,715	1.03	
Inpatient Net Revenue per Day	\$1,316	\$3,704	0.36	\$4,396	0.30	\$3,163	0.42	\$1,234	1.07	
Outpatient Net Revenue per Visit	\$439	\$780	0.56	\$707	0.62	\$688	0.64	\$419	1.05	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$308,144,260	Cash & Cash Equivalents	\$23,167,067	Current Liabilities	\$23,886,685
Less Deductions	\$205,205,828	Net Patient Receivables	\$15,839,896	Long-Term Debt	\$40,529,468
Net Patient Revenue	\$102,938,432	Other Receivables	\$2,688,365	Other Liabilities	\$0
Plus Other Revenue	\$22,477,622			Subtotal	\$64,416,153
Total Revenue	\$125,416,054	Land, Buildings & Equipment (Net)	\$44,924,394	Unrestricted Fund Balance	\$164,650,827
Less Expenses	\$122,021,791	Other Assets	\$142,447,258	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$7,666,196			Total Liabilities & Fund Balance	\$229,066,980
Net Income	\$11,060,459	Total Assets	\$229,066,980		